



The construction of Route 288 has been discussed throughout the region for more than 30 years, and the final link was opened to traffic in November 2004.

In 1996, the 288 Freeway Committee, a public-private partnership, was initiated by Chesterfield County and the Chesterfield Business Council to build support for the completion of Route 288 as quickly as possible and without tolls.

The completion of Route 288 from the Powhite Parkway to I-64 finishes the beltway around Richmond.

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### Midlothian District

**Supervisor** - Edward B. Barber, Chairman  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail 768-7397; Fax 717-6297; e-mail: barbere@chesterfield.gov*  
**Planning Commissioner** - Daniel Gecker  
P.O. Box 40, Chesterfield, Va. 23832  
*Business 343-5257; e-mail: geckerd@chesterfield.gov*  
**School Board Member** - Dr. James Schroeder  
P.O. Box 10, Chesterfield, Va. 23832  
*Voice mail 320-2756; Fax 320-7910*



### Clover Hill District

**Supervisor** - Arthur S. Warren  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail 768-7396; Fax 717-6297; e-mail: warrena@chesterfield.gov*  
**Planning Commissioner** - Russell J. Gulley,  
11925 Mountain Laurel Drive, Richmond, Va. 23236  
*Home 794-7105; Business 274-3160*  
**School Board Member** - Dianne Pettitt  
P.O. Box 10, Chesterfield, Va. 23832  
*Voice mail and fax 897-0075*



### Bermuda District

**Supervisor** - R.M. "Dickie" King, Jr., Vice Chairman  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail 768-7398; Fax 717-6297; e-mail: kingd@chesterfield.gov*  
**Planning Commissioner** - Jack Wilson  
6001 Arbor View Terr., Chester, Va. 23831  
*Business 788-7342*  
**School Board Member** - Marshall W. Trammell, Jr.  
P.O. Box 10, Chesterfield, Va. 23832  
*Home and fax 706-1144*



### Dale District

**Supervisor** - Kelly E. Miller  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail 768-7528; Fax 717-6297; e-mail: millerk@chesterfield.gov*  
**Planning Commissioner** - Sherman Litton  
7609 Pano Drive, Richmond, Va. 23237  
*Voice mail: 717-6329; e-mail: littonsw@aol.com*  
**School Board Member** - Elizabeth B. Davis  
P.O. Box 10, Chesterfield, Va. 23832  
*Voice mail and fax 271-3058*

### Leadership Group

Lane B. Ramsey, County Administrator  
Brad Hammer, Deputy County Administrator  
Jay Stegmaier, Deputy County Administrator  
Pete Stith, Deputy County Administrator  
Marilyn Cole, Assistant County Administrator  
Carl Baker, Police Chief  
Becky Dickson, Dir., Budget and Management  
Steve Elswick, Chief, Fire and EMS, retired 2004  
Paul W. Mauger, Interim Chief, Fire and EMS  
Karla Gerner, Dir., Human Resource Management  
Don Kappel, Dir., Public Affairs  
Steve Micas, County Attorney

### Constitutional Officers

Joe Horbal, Commissioner of the Revenue  
Richard Cordle, Treasurer  
Billy Davenport, Commonwealth's Attorney  
Clarence Williams Jr., Sheriff  
Judy Worthington, Circuit Court Clerk

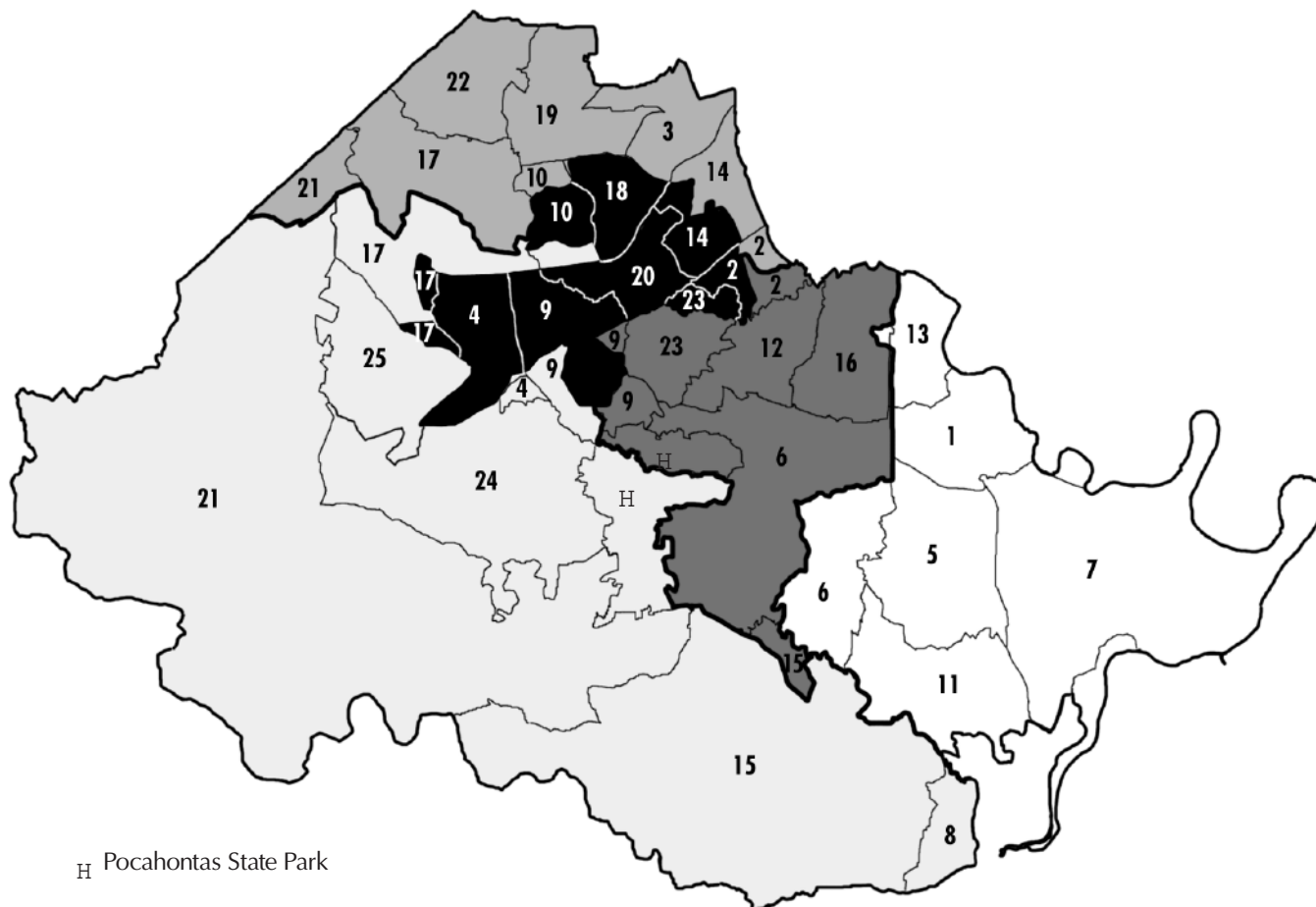


### Matoaca District

**Supervisor** - Renny Bush Humphrey  
P.O. Box 40, Chesterfield, Va. 23832  
*Voice mail 768-7400; Fax 717-6297; e-mail: humphreyr@chesterfield.gov*  
**Planning Commissioner** - Wayne Bass  
8836 Emerald Dunes Circle, Chesterfield, Va. 23832  
*Home 639-0795*  
**School Board Member** - Thomas Doland  
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Chesterfield County is governed by a five-member Board of Supervisors elected by district. The board appoints a county administrator, who directs the county's day-to-day operations.

## Chesterfield County Communities and Districts



### Communities

- |                      |                    |
|----------------------|--------------------|
| 1. Bellwood          | 14. Manchester     |
| 2. Belmont           | 15. Matoaca        |
| 3. Bon Air           | 16. Meadowbrook    |
| 4. Brandermill       | 17. Midlothian     |
| 5. Chester           | 18. Reams          |
| 6. Courthouse        | 19. Robious        |
| 7. Enon              | 20. Rockwood       |
| 8. Ettrick           | 21. Rural          |
| 9. Genito            | 22. Salisbury      |
| 10. Gordon           | 23. South Rockwood |
| 11. Harrowgate       | 24. Spring Run     |
| 12. Hening           | 25. Woodlake       |
| 13. Jeff Davis North |                    |

### Districts

- |  |             |
|--|-------------|
|  | Bermuda     |
|  | Clover Hill |
|  | Dale        |
|  | Matoaca     |
|  | Midlothian  |



# REFLECTING ON 2004—PLANNING FOR 2005

BY LANE B. RAMSEY, COUNTY ADMINISTRATOR

A new year is always a time for reflection on the past year and for looking (often with some new resolutions) to the year ahead. I've always believed that looking back is as important as looking ahead. The value in looking back, if for no other reason, is to learn from the past in order to make our future better.

A number of memories of 2004 help me to realize



Lane B. Ramsey

how fortunate we are that a spirit of trust and teamwork prevails in Chesterfield County. It is this spirit of working together—local government, citizens, business owners and others—that makes Chesterfield County such a special and caring locality.

For example, a strong indicator of Chesterfield County residents' desire to work with the county to maintain the county's extraordinary quality of life was the result of the 2004 bond referendum. Last November, voters overwhelmingly approved referendum questions allowing the county to sell \$341 million in bonds to finance projects for schools, public safety, library, parks and recreational projects, and highway, street, road and sidewalk projects.

## Bond Referendum Projects

The first bonds resulting from the November referendum are planned for sale in late February 2005. These projects will total \$17.6 million and will be for schools, public safety, library, and parks and recreation projects.

These improvements benefit all Chesterfield County residents, because they maintain safety, quality of life, property values and other aspects of day-to-day life in the county that make it the type of locality that earns kudos such as the "17th Best Place to Live in America" rating we received last year from American Cities Business Journals.

## Board of Supervisors

As county administrator, I had the pleasure in 2004 of working with a new Board of Supervisors, your local elected officials, on a variety of matters, from ensuring public safety to balancing the budget, dealing with Tropical Storm Gaston and its aftermath, and managing our county's growth. After years of study and working with a consultant to develop plans for the best use of the Cloverleaf Mall site, the Board of Supervisors approved the purchase of the property to ensure revitalization of the eastern end of the Midlothian Turnpike corridor. This action will yield mixed-use development in that area, including residential, retail and office space, that will completely change the character of the property in a positive way.

## County Recognized for Sound Business Practices

Chesterfield County's sound financial management practices have earned it AAA bond ratings, the highest level, from Moody's, Fitch and Standard & Poor's, the nation's three largest bond-rating agencies. These ratings equate to what a consumer might call a "top-level credit rating," and enable Chesterfield County to obtain the most favorable interest rates,

## BONDS PLANNED FOR SALE IN FEBRUARY 2005

<b>SCHOOLS</b>		<b>PUBLIC SAFETY</b>	
New Bermuda Elementary	\$1,327,840	Public Safety Training Center Enon	\$675,500
New 360 West Elementary	\$2,500,000	<b>LIBRARIES</b>	
New Clover Hill Middle	\$2,458,080	Technology	\$500,000
New Bermuda Middle	\$3,500,000	Meadowdale Library expansion	\$2,751,200
Bon Air Elementary renovations	\$500,000	<b>PARKS AND RECREATION</b>	
Falling Creek Elementary renovations	\$109,280	Park Improvements	\$1,556,300
Major maintenance	\$1,511,200	School Site Improvements	\$250,000
<b>SUBTOTAL:</b>	<b>\$11,906,400</b>	<b>TOTAL FISCAL YEAR 2005:</b>	<b>\$17,639,400</b>

Several of these projects also have other sources of funding

thereby saving significant taxpayer dollars when the projects are undertaken. In 2004, the county also earned its second Award for Continuing Excellence, a follow-up to its U.S. Senate Productivity and Quality Award.

## Dealing with Natural Disasters

2004 was a year that tested all of us in Chesterfield County. Certainly, Tropical Storm Gaston, which caused widespread flooding and damage, and which took one life here in the county, was a challenge. But, we learned from it. After our Fire and Emergency Medical Services Department borrowed a boat from the state Department of Game and Inland Fisheries in order to rescue victims of flash flooding, county staff approached the Board of Supervisors for special funding to purchase two boats for this purpose. The Board approved the request and the boats have been purchased. We had never before had a need for this type of equipment, but if there is a next time, we will be prepared. Police also now have more-

rapid access to ropes and other rescue equipment needed for similar rescue operations.

While Police, Fire and Emergency Medical Services and Sheriff's personnel all were out in the county assisting and rescuing motorists, residents and others, many private citizens and businesses also helped strangers in need during the flooding and its aftermath. Several were recognized for their heroism and other contributions at county awards ceremonies.

## A Promising Future

As we venture into 2005, I am incredibly proud of our county employees, our county residents and businesses and of the overall spirit of cooperation that is evident in our communities at a level that is seldom seen elsewhere. Working together, there is nothing we cannot do. I look forward to 2005 with the optimism engendered by past experience. Working together, we will continue to enjoy a FIRST CHOICE community.

## SUPPORT FOR RESERVISTS CONTINUES

Many of Chesterfield County's more than 100 employees who serve as military reservists have been called to active duty in the ongoing war against terrorism. In 2004, Chesterfield County government was recognized for its continuing support for "employee soldiers" and their families.

The Central Virginia Employer Support of the Guard and Reserve Committee presented Chesterfield County the Pro Patria Award for its support of reservists. ESGR selected Chesterfield from about 500 employers that were nominated by members of the National Guard throughout Virginia. Pro Patria means "for one's country."

Chesterfield County also received a 2004 National Association of Counties Achievement Award. The NACo award application was submitted jointly by the Human Resource Management and

Police departments.

Following the Sept. 11, 2001, terrorist attacks, which resulted in the activations of numerous reservists from many county departments, Chesterfield County was one of the first localities in Virginia to begin supplementing employees' military pay to reduce the financial impacts on them and their families. Chesterfield also continues to supplement health benefits and allows activated reservists to continue accruing annual and sick leave.

In addition to providing supplemental pay and benefits, the county has done other things to support the reservists and their families. One such initiative is a support group for reservists and their families. The group meets monthly at the Eanes-Pittman Public Safety Training Center. Reservists, their spouses and their chil-

dren are invited to join for dinner. After dinner, the children are escorted to the center's gym to play games, while a facilitator meets with the adults. The meetings enable the reservists and their spouses to discuss a number of topics related to deployment, including financial matters and issues related to reunions when reservists return home. Participants are encouraged to submit topics for future discussions, such as how deployment affects children.

Chesterfield County also has worked to promote public recognition of its reservists called to duty. A wall of honor was erected in support of reservists in the lobby of the Chesterfield County Administration Building. The wall included names of employees called to active duty and other members of the community serving in the armed forces.

## STRATEGIC GOALS

1. To be exemplary stewards of the public trust
2. To provide world-class customer service
3. To be acknowledged for extraordinary quality of life
4. To be the safest and most secure community compared to similar jurisdictions
5. To be a unifying leader of local government
6. To be the employer of choice
7. To be the FIRST CHOICE business community
8. To be responsible protectors of the environment

# COMMUNITY DEVELOPMENT

Departments under the Community Development division were as busy as ever in 2004, from attracting new businesses to the county to helping the community recover from Tropical Storm Gaston.

"Community Development was extremely proud of the accomplishments we had in 2004," said Millard D. "Pete" Stith, deputy county administrator for Community Development. "We are looking forward to revitalizing the county in every aspect for the future."

The Building Inspection Department worked with many communities in the county when Tropical Storm Gaston passed through. The department participated in numerous disaster response and recovery activities resulting from the storm and received a grant to remove Beach Road homes from a flood plain.

The objectives of the Community Development Block Grant Department are to benefit low- to moderate-income persons, eliminate slums and blight, provide for urgent needs of recent origin and provide affordable and safe housing in the county. Each fiscal year, CDBG receives entitlement funds from the Department of Housing and Urban Development. In 2004, CDBG completed construction of the Etrick Small Business Center and 47 housing projects. CDBG also completed the Rayon Park drainage project, which serves 89 homes. Additionally in 2004, CDBG provided public services to more than 22,000 residents, up from the 19,566 public services

provided the previous year. They also awarded The Citizens Proposal Review Committee service awards and served 20 new businesses in the Jefferson Davis Business Incubator.

The Department of Economic Development's Small and Minority Business Division held 35 workshops with 223 participants and 101 private consultations. Economic Development also streamlined administration of the Enterprise Zone program to make it easier and faster for applicants to receive authorizations. The department also recorded \$130 million in new investments in the county and 526 new jobs created through the department's assistance.

- Sharper Image relocated to a 120,000 square foot facility in Walthall.
- Philip Morris USA created 100 jobs in Moorefield.
- CarMax opened a location on Midlothian Turnpike.
- Virginia Credit Union moved into a location in Waterford.
- International Paper moved into a 330,000-square-foot facility.
- Honeywell Spectra made expansions totaling \$20 million.
- Dupont Zytel made \$28 million in expansions.
- Hospital Corporation of America, HCA, had seven expansions and five new locations amounting to nearly 500 new jobs and \$126 million in new investments.

In the technology arena, Economic Development created a small-business startup CD-Rom and experienced 103,438 hits on its Web site, [www.chesterfieldbusiness.com](http://www.chesterfieldbusiness.com).

The county's Environmental Engineering Department instituted a private-sector review process for subdivision plans. This review by private-sector engineering firms will reduce the review time of plans.

Chesterfield County took steps toward redevelopment throughout the county by creating a position for a revitalization director. Tom Jacobson, former director of the county's Planning Department, filled the position. The first project was the purchase and redevelopment of Cloverleaf Mall and surrounding property totaling 67 acres. The county has been working with a developer to create a master plan for the site, which will include retail and residential space later this year.

The Utilities Department received a Platinum Award from the Association of Metropolitan Water Agencies. This award is one of the top awards in the water industry. The department was one of only 15 nationwide and the only water utility in Virginia to receive this recognition. Utilities also received an Excellence in Management Award from the Association of Metropolitan Sewage Agencies. The department also developed and implemented an environmental management system at the Proctors Creek Wastewater Treatment Plant and received Environmental Excellence certi-



fication from the state.

In February, the Planning Department completed the Chesterfield County Growth Analysis Report. The Board of Supervisors accepted the report that makes long-range projections on how the county will ultimately grow and estimates the cost of public facilities to serve that growth. The Planning Department also adopted the Public Facilities Plan in April. This plan comprehensively addresses existing and future needs for such facilities as schools, fire and rescue stations, parks and libraries.

Chesterfield County's Transportation Department had its portion of the Bond Referendum approved by 87 percent. The approval was for \$40 million in transportation funding to improve roads in Chesterfield County. Two road projects were completed: Robious Road was widened to four lanes from Salisbury Road to Twin Team Lane and the Meadowville Technology Park Access Road was finished. Federal safety funds in the amount of \$1.3 million were obtained for improvements to two locations with a high accident rate: Woolridge Road south of Crown Point Road and Beulah Road near Mason Woods Drive.

## MANAGEMENT SERVICES

Chesterfield County's Management Services departments continued to support the community through the county's eight strategic goals.

"All of our departments strive to make real the county's ideals that are listed in the strategic goals," said Jay Stegmaier, deputy county administrator for Management Services.

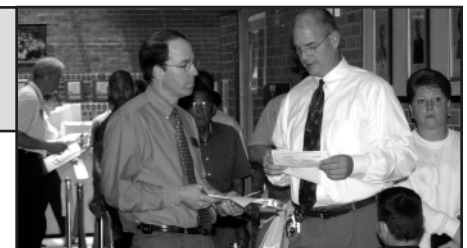
The Accounting Department developed an invoice reporting and monitoring application. This application gave schools the ability to more easily access information to manage their operations. The department saved time when uploading information into the accounts-payable system rather than rekeying all the transactions. The department also received a Government Finance Officers Association certificate for achievement for excellence in financial reporting for the 23rd consecutive year.

In the Commissioner of the Revenue's Office, a specialty tax unit was created. This unit enhances the office's audit activities to help ensure that county tax ordinances are fairly and consistently applied to all taxpayers. For the first two quarters of fiscal 2005, the unit has generated \$985,042 in additional tax revenue. Also, the income tax unit mailed information letters to religious organizations last fall and again in the spring regarding the Real Estate Relief for the Elderly/Disabled Program. This helped increase applicants by 9.75 percent for 2004.

The county's Internal Audit Department had three department staff elected to audit boards at the local, state and national level. The department also conducted fraud prevention and ethics training for more than 300 managerial county and school employees.

The Information Systems Technology Department continued to improve the county's Web site, providing citizens and businesses access to interactive services and county information.

Divisions throughout the Department of General Services had many accomplishments for the year. The Chesterfield County Airport hosted an airshow attended by nearly 10,000 people. Plans also are being finalized to construct a new 20 unit T-hangar and an additional corporate hangar to accommodate the growing aviation population. The Fleet Management Division earned the Environmental Excellence Certification from the Department of Environmental Quality for being vigilant protectors of the environment. The division's innovative approach to vehicle maintenance warranty work brought in \$125,000 in revenue and



reduced public safety vehicle turn around time from four days to one day. The Division of Waste and Resource Recovery implemented the county's first concerted roadside litter collection program and is expanding upon VDOT's Adopt-a-Highway program by enlisting residents and businesses to Adopt-A-Spot. The division also introduced the Customer Value Card program at both of the county's transfer stations. These cards provide discounted entry onto the sites for residents to dispose of their household trash. The Division of Capital Projects Management completed construction of Fire Station 18 in Rivers Bend and is

CONTINUED ON PAGE 5



# HUMAN SERVICES

The Human Services Division implemented a new transportation program catering to Chesterfield's senior and disabled citizens in 2004. Access Chesterfield, which is coordinated by the Office of the Senior Advocate, began in November and was created in collaboration with the Department of Mental Health/Mental Retardation/Substance Abuse. The program provides transportation to adults who are 60 years old and older, disabled or meet federal income guidelines. Access Chesterfield replaced LINK.

Social Services coordinated the Local Government United Way Campaign, an effort which raised \$167,386 through employee contributions. There was increased demand for social services in 2004: food stamp cases increased by 27 percent, Temporary Assistance for Needy Families, or TANF, by 21 percent, and Medicaid cases by 54 percent. During Tropical Storm Gaston, Social Services operated two shelters over a three-day period for more than 475 people displaced from their homes by flooding.

Human Services also established the Chesterfield Partnership for Successful Aging, a cooperative effort between the departments of Human Services and nonprofits aimed at coordinating and strengthening services for older adults. The members of the Partnership not only share information about one another's services with their clients, but also are working together to establish new programs.

Community Corrections Services

received an award from the National Association of Counties for its Dual Treatment Track, a unit of the Day Reporting Center. Fully implemented during the past year, Chesterfield's Dual Treatment Track is one of 16 models nationwide helping to develop criminal-justice options for both the mentally ill and dually diagnosed offender. Continually looking for ways to improve services to citizens, CCS now has three staff members who are fluent in Spanish and can assist with language interpretation. The department also has access to the Language Line, a translation resource for a variety of languages. CCS staff toured four pretrial programs in Virginia and Washington, D.C., collecting a variety of ideas for the enhancement of county services.

For the third consecutive year, the Chesterfield County Public Library was rated among the top 10 libraries for localities with similar populations by Hennen's American Public Library Rating. In addition to maintaining a materials circulation of over 4 million, the Library offered award-winning services and programs to citizens of all ages. The Library received a Compass Rose Beacon of Light award from Senior Navigator for serving as a role model to other Virginia libraries by providing programs for seniors and caregivers. Also, the Library was honored with four awards from the National Association of Counties for providing innovative library programs to young adults.

The Parks and Recreation Department

adopted the National Criminal Background Check Program for volunteer coaches with the Youth Sports League. The department also initiated a Recreation Volunteer Awards Program to recognize outstanding volunteer efforts. This past year also saw the dedication of the Mid-Lothian Mines Park.

The Department of Mental Health/Mental Retardation/Substance Abuse broke ground on Chester House, a psychosocial and job-training program. Construction is expected to be completed by April 2005. The department also participated in a national research project with Johns Hopkins University that led to the successful implementation of new treatment protocols for substance abuse. A partnership with Chesterfield County Schools to assist with the impact of suicides at the middle-school level resulted in an award from the National Association of Counties.

The Community Services Board achieved national accreditation for the third year through the Commission on Accreditation of Rehabilitation Facilities. It has the distinction of being the only board to receive this recognition for three consecutive years for all of its programs.

The Department of Human Services, in conjunction with the Information Services Technology Department, formed a partnership with Senior Navigator to provide seniors with access to information on services and resources to help them remain inde-



pendent. The partnership also assists caregivers in meeting the challenges of eldercare.

The Juvenile Detention Home completed Phase 2 of its expansion and renovation and transitioned to the new facility with no escapes or serious injuries. The Home also received a three-year certification from the state Board of Juvenile Justice.

The Juvenile Probation Department implemented the use of risk-based assessments to determine how cases should be handled. This resulted in keeping low-risk youths from becoming high-risk youths by separating the two and targeting the latter with the appropriate services. Despite a reduction in the department's staff and an increase in the target population, juvenile criminal complaints in the county decreased in 2004. Chesterfield ranks second in the state for diverting criminal complaints from court action.

During the past year, the Department of Youth Planning and Development collaborated with Substance Abuse Free Environment, or SAFE, and the Southside Church of the Nazarene to sponsor three successful bandfests. These events, which attracted over 2,000 people in all, showcased the talents of 18 teen bands from Chesterfield and offered a variety of other games and

CONTINUED ON PAGE 7

## MANAGEMENT SERVICES CONTINUED FROM PAGE 4

working on a number of other projects important to county residents. The Energy Management Division has finalized contract requirements, which will save millions of kilowatt-hours, hundreds of thousands of energy dollars, upgrade school and county facilities and have a beneficial impact on the environment.

The mission of Chesterfield County's License Inspection Department is to ensure and enforce proper licensing of vehicles, businesses and professionals within the county as set forth under Chesterfield County codes and state laws. In its efforts to ensure compliance, inspectors checked vehicles throughout the county for proper decals and visited businesses and professional offices to ensure they were licensed. Those efforts generated more than \$375,000

for the county.

The Purchasing Department achieved cost avoidances of more than \$1.5 million for fiscal 2004. Cost avoidances accrued from 1987 through 2004 were more than \$15.7 million. A review of the most recent customer satisfaction surveys submitted by both county and schools indicates a high level of satisfaction with purchasing services. The department's Diversity Initiative program was awarded a 2004 National Association of Counties Achievement Award. The purpose of the program was to increase opportunities for participation by minority business enterprises, female-owned businesses and businesses located in Chesterfield County in local-government purchasing and contracting.

To educate citizens about the real estate assessment process, the Department of Real Estate Assessments produced and distributed an education-

al video for citizens and published articles in The Community Weekly. The department also made Board of Equalization appeal hearings less intimidating by sending procedural rules for hearings to property owners prior to their case hearing. Real Estate Assessments also designed a check sheet to improve data integrity during the property transfer process.

Chesterfield County's Office of the General Registrar administered the elections in November. Voters were able to vote for the president, representatives for the 4th and 7th Congressional Districts, two state constitutional amendments and the county's Bond Referendum. On Election Day, 135,167 of the county's 183,195 registered voters came to the polls.

In the Risk Management Department, the number of worker-compensation incidents per 100

employees remained under 10 for the last four years. For the first time, the cost of risk for the county and schools decreased in fiscal 2004. This occurred as the number of employees and value of assets increased. The cost of risk is comprised of commercial insurance, self-insured claims, and administrative costs incurred to protect the county's assets and employees. The department also coordinated \$13.5 million in claims submitted to the Federal Emergency Management Administration related to Hurricane Isabel.

In the Treasurer's Office, customer wait times during its peak decal renewal season were reduced significantly thanks to additional process efficiencies and automation enhancements. The office also approached 100 percent in tax collections for the second year in a row.

# PUBLIC SAFETY

For the second year in a row, a natural disaster tested the abilities of Chesterfield County's public safety personnel. In September 2003, it was Hurricane Isabel. Late August 2004 brought Tropical Storm Gaston.

And, as in 2003, the county's public safety personnel, including the men and women of the Department of Fire and Emergency Medical Services, Police Department, Sheriff's Office and the Emergency Communications Center, passed this latest test with flying colors.

departments converge to coordinate the county's response. The Emergency Operations Center operated round the clock through Sept. 1.

Gaston may overshadow memories of 2004 in terms of public safety, but many other significant things occurred that strengthened the county's ability to meet its strategic goal "To be the safest and most secure community compared to similar jurisdictions."

All of the county's public safety departments, as well as several other depart-

squads responded to 7,421 calls for service.

Fire and EMS graduated two recruit schools in 2004, adding 20 firefighters to its ranks last April and another 17 in November. The department currently has 458 full-time personnel.

As Chesterfield County continues to grow, so too does its need to meet the demands of providing public safety services. Responding to that need, Fire and EMS opened a new River's Bend Fire and Rescue Station last April to serve the Enon area of the county.

In accordance with the county's state-of-the-art emergency communications system, 90 Mobile Data Computers were installed in Fire and EMS units in 2004, providing personnel operating those units instant access to critical information to aid them in responding to emergencies.

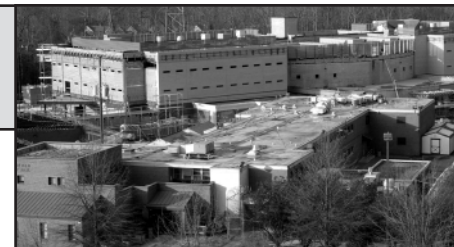
The Chesterfield County Police Department's 433 sworn and 91 civilian employees had no less a busy year than other public safety departments.

Police responded to 213,485 calls for service. The department achieved a 47 percent case clearance rate for Group A offenses – closing cases relating to the most serious crimes.

The Police Department, in partnership with the Sheriff's Office and Chesterfield TRIAD, began its new Project Lifesaver program in 2004. Project Lifesaver provides special wristbands to be worn by people who have Alzheimer's disease or related disorders, such as dementia, Down syndrome and autism. The wristbands emit electronic tracking signals, enabling trained personnel to quickly locate wearers who have wandered away from their homes. Across Virginia, Project Lifesaver programs have been very successful, with more than 300 wanderers being located to date, all without serious injury. The average rescue time is 22 minutes. Twenty-one people currently wear Project Lifesaver wristbands in Chesterfield County. (For more information about Project Lifesaver in Chesterfield County, call 674-7006, ext. 113.)

The Police Department added 32 officers to its ranks in 2004 and provided academy training for officers with other agencies, including the Sheriff's Office and the Hopewell and Colonial Heights police departments.

Chesterfield County Animal Control, a division of the Police Department, continued to address animal neglect and cruelty through public education and law enforcement. Animal Control also continued to promote the importance of spaying or neutering pets. Animal Control



officers fielded 9,541 calls for service. The Chesterfield County Animal Shelter oversaw 2,534 pet adoptions, including dogs and cats, and reunited 1,084 dogs and cats with their owners. The shelter recorded 6,011 impounds.

The Chesterfield County Sheriff's Office continued to provide excellent security service at the county's courthouse and jail facilities. More than 504,000 persons entered the court facilities in 2004. Deputies oversaw an average daily inmate population of 310 at the county jail. Deputies also served 83,934 civil-process papers. Construction of the county's new jail continued throughout 2004. The new jail is expected to open in 2005.

The Sheriff's Office maintained its already impressive record of community outreach, especially in its support of Virginia Special Olympics, for which the department raised \$21,000 in 2004. Sheriff's personnel logged 778 hours worth of community-relations programs, which were provided to 7,923 citizens.

The Sheriff's Office also provided numerous hours of security for the Emergency Operations Center and shelters established for displaced residents during Tropical Storm Gaston.

Behind the scenes of the county's public safety services is the Emergency Communications Center, responsible for handling all 911 calls in the county. The ECC handled 728,870 telephone calls in 2004, including calls coming into and leaving the center. Emergency communications officers handled an average of 1.39 calls per minute.

For the sake of both citizens and public safety personnel, the ECC works to stay on the cutting edge of emergency communications technology. In 2004, the ECC implemented the Motorola Premier Computer Automated Dispatch system, which integrates radios, computers in emergency vehicles, vehicle location technology and other systems to improve responses to citizens and safety for emergency personnel.

Also in 2004, the ECC joined the Homeland Security Telecommunications Service Priority system, a process that outlines in what order phone service will be returned to agencies or institutions. This ensures that telephone lines serving the ECC will be repaired as soon as possible should a natural or man-made disaster occur.



**Chesterfield County's Police, Sheriff and Fire and Emergency Medical Services departments form the core of a group of agencies that work to keep citizens safe. Augmented by state and federal agencies and private organizations, these partners help Chesterfield County toward its goal of being the safest and most secure community compared to similar jurisdictions.** PHOTO BY DON J. KAPPEL

Gaston made landfall in South Carolina and crept north-northeastward through the Mid-Atlantic. But where Isabel brought incredible winds that downed trees and power lines, Gaston brought torrential rain that caused severe flash flooding, the likes of which had been unknown in the county's history.

Though the storm had weakened considerably after making landfall, Gaston stalled over Virginia and dropped between 10 and 14 inches of rain in about 10 hours.

By the time the storm was over, public safety personnel, and in several cases citizens, had made more than 50 rescues. These rescues resulted in county personnel and citizens being awarded more citations for outstanding service, bravery and valor than for any other single event in the county's history.

The county activated its Emergency Operations Center, the nucleus of the county's overall response when disasters occur, on Aug. 30. Once activated, personnel from many county

departments, participated this past summer in Determined Promise '04, a "what-if" exercise involving agencies at the local, state and federal levels and designed to overwhelm responding agencies' abilities to respond to a worst-case, man-made disaster. The exercise not only tested agencies' abilities to respond and adapt, but also their abilities to communicate on an interagency basis. Chesterfield County was one of only a handful of localities nationwide selected to host a boots-on-the-ground scenario as part of the exercise. The scenario centered on a chemical attack at a local school. The exercise attracted major media attention, including that of the Discovery Channel, which plans to feature the scenario in an upcoming documentary on national security.

The Chesterfield County Department of Fire and Emergency Medical Services responded to 30,665 calls for service during the year, including 22,887 emergency medical calls and 7,768 responses to fires. Chesterfield County volunteer rescue



# BUDGET

Chesterfield County takes pride in its reputation for solid financial performance. The Budget Department again received the Government Finance Officers Association award for Distinguished Budget Presentation for the 21st consecutive year. The award is just one indicator of the county's adherence to a policy of financial responsibility and integrity.

The budget reflects the same quality services that residents have come to expect in Chesterfield County. Last year, the Board of Supervisors approved the county's first two-year, or biennial, budget. Chesterfield County is one of only a few localities that have initiated this process. The county also benefits financially from a credit rating of AAA on outstanding general obligation bonds from each of the three major rating agencies. Fewer than 25 county governments nationally have received this designation, the highest rating possible. Lower interest rates on debt are just one of the benefits that the county receives based on this rating.

The fiscal 2005 budget, which runs from July 2004 through June 2005, totals \$888.5 million. The two largest components of the budget are the county's general fund and school fund. The general fund budget total is \$561.8 million, and the school fund is \$458.4 million. The Board of Supervisors adopts the budget every April. Each supervisor has constituent meetings in February and March, during which the Proposed Financial Plan and Capital Improvement Program are presented. A public hearing is held in late March to obtain citizen input. Meetings are advertised in local newspapers or on the county's Web site at [www.chesterfield.gov](http://www.chesterfield.gov). The details of the general fund budget are presented in the graphs to the right.

The budget also includes a seven-year (2005-2011) capital improvement program, or CIP, of \$708.9 million. The program consists of county improvements, \$233.7 million; school improvements, \$324.5 million; and utilities improvements, \$150.7 million. The program outlines an efficient, effective and equitable distribution of public improvements throughout the county. The Board of Supervisors has established education and public safety as the main priorities in the CIP. The plan balances finite resources with the ever-increasing number of competing county priorities, while remaining consistent with the county's Strategic Plan. The CIP proposes affordable service enhancements, including an emphasis on improvements to aging facilities, and presents to the residents of Chesterfield County a range of capital facilities necessary in a first-choice community.

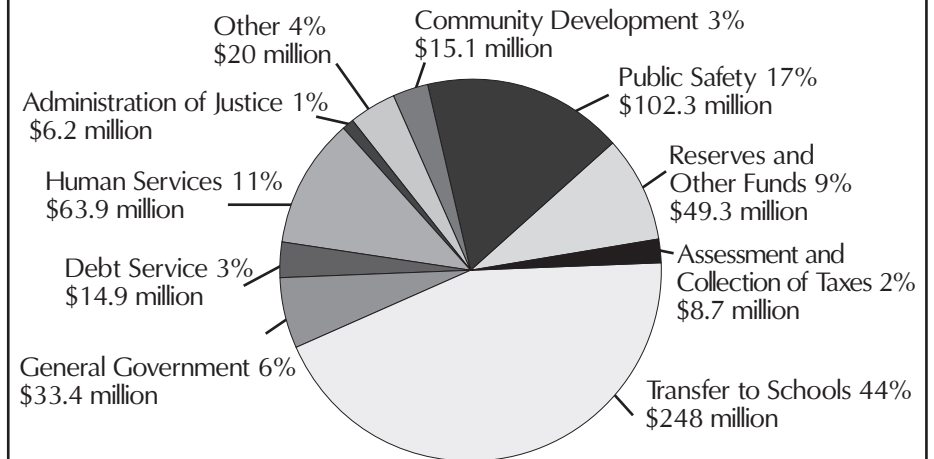
The bond referendum was a major focus in 2004. The referendum, which totaled \$341.7 million, will fund capital improvements countywide. Voters overwhelmingly approved all five bond questions on the ballot with approval ratings from 76-87 percent. Five new schools, 13 renovation or addition projects and major maintenance projects are planned. State budget shortfalls placed many needed state road projects on hold, and to address road needs, voters approved \$40 million worth of countywide road-improvement projects. The county will continue to seek its customary federal and state funds to supplement some of these projects. This referendum, like the one in 1996, will not result in a tax rate increase due to the county's financial and debt-management policies, which incorporate spending plans for both capital projects and debt service. These plans provide

sufficient funds to repay the bonds without a tax rate increase. The bonds from this referendum will be issued over seven years beginning in 2005.

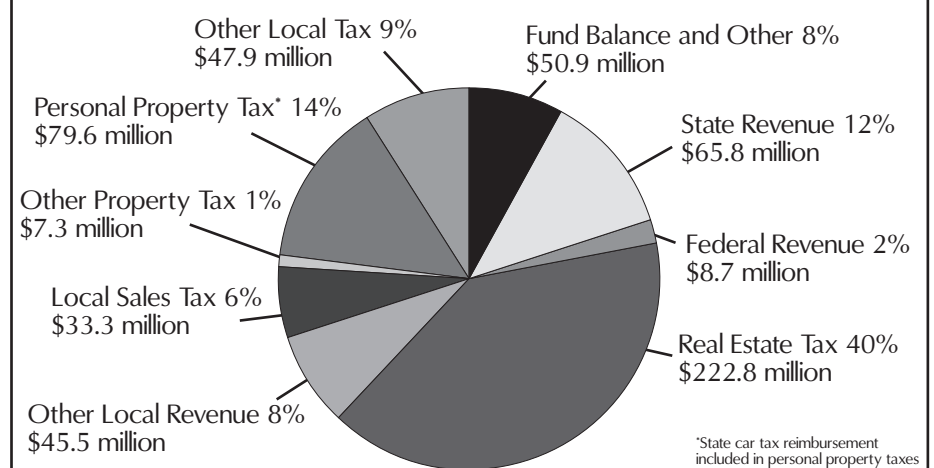
County Administration and the Board of Supervisors continue to guide the county effectively with a strong commitment to quality, values, ethics and principles. Input and participation

from citizens is something that the county's leadership values and encourages, and county officials always are willing to share knowledge and successes with other communities. As the county mission states, Chesterfield County is dedicated to "Providing a FIRST CHOICE community through excellence in public service."

## FY2005 Budget — General Fund Expenditures \$561.8 million



## FY2005 Budget — General Revenues \$561.8 million



\*State car tax reimbursement included in personal property taxes

## HUMAN SERVICES CONTINUED FROM PAGE 5

activities that encouraged a healthy lifestyle free of alcohol, tobacco and drug use. The department also worked with the Falling Creek Middle School Boys & Girls Club and SAFE on Media Literacy Monday, a national initiative held on the day after the Super Bowl that helps youths resist alcohol advertising. In June, the department received an achievement award from the National Association of Counties for its Use, You Lose initiative, a campaign to educate students and parents about the

negative effects of drugs and alcohol.

Approximately 200 women graduated from the Women's Diversion/Detention Program in 2004, a series of nutrition education classes for soon-to-be-released inmates.

Based on a survey of all departments, it was determined that customer service to the county's Spanish-speaking citizens needed to be improved. A number of recommendations were presented to the Chesterfield County Leadership Group, including the development of a Hispanic liaison position that will provide information to the public in

Spanish along with several other initiatives.

Chesterfield's Extension Service sponsored a 4-H Camp at the Jamestown 4-H Center, where more than 100 Chesterfield youths enjoyed a weeklong curriculum of nature and outdoor activities.

The county received a Certificate of Recognition from the Virginia Pesticide Control Board for its "Last Ditch" pesticide applicator recertification class held in May 2004. More than 100 pesticide applicators received classroom and hands-on training.

The GrassRoots program, conducted by Master Gardener volunteers, provided site-specific lawn nutrient management plans to over 600 county residents. These plans ensure quality turf while protecting water quality.

The West Nile Virus Task Force planned and implemented the 2004 Mosquito Program. This initiative included the collaboration of many departments including Health and Environmental Engineering Departments and Extension Services.

# ADMINISTRATION

The County Administration departments are committed to the county's vision, mission and values, and their work this year reflects that dedication. These departments include Budget, Quality, Clerk to the Board, Intergovernmental Relations, County Attorney, Human Resource Management, Chesterfield University, Public Affairs and the County Administrator's Office.

A strong team effort led to a successful bond referendum, and all questions passed with higher approval ratings than in 1996, demonstrating the public's trust in the county's financial management and its ability to deliver what it promises. More than 70 public meetings were held to discuss the bond referendum and answer citizens' questions. Public Affairs developed a brochure and a Board of Supervisors newsletter that were distributed to every household, in addition to television programs, articles, and Web site information in English and Spanish.

The Quality Office tracks the county's results in the areas of leadership, strategic planning, customer and market focus, performance measurement, analysis/knowledge management, human resources, process management and organizational results. In 2004, Chesterfield County demonstrated excellence in quality and productivity and received the Senate Productivity and Quality Award Board's top honor, the Award for Continuing Excellence. The county also received this award in 1998 and the U.S. Senate Productivity

and Quality Award in 1994. Results from a Citizen Satisfaction Survey showed improvements in the quality-of-life, customer-service and quality services ratings. These increases indicate that citizens are benefiting from the county's emphasis on quality. In the Business Climate Survey, 86 percent of those surveyed indicated that they were satisfied with the business climate in the county.

To enhance customer service, the Clerk's Office continues to make improvements in processes and technology. Board of Supervisor's information was made more accessible to citizens by posting the agenda and agenda packet for each meeting on the county's Web site. The office also is planning the state conference for the Virginia Municipal Clerks Association, which will be held in Chesterfield County this April.

Intergovernmental Relations continues to improve processes and technology that increase efficiency in the legislative process. Inter-governmental Relations staff spent considerable time promoting Chesterfield County's legislative priorities and addressing state budget issues during the 2004 Virginia General Assembly.

Winning legal cases is a team effort in the County Attorney's Office. The office successfully defended the Board of Supervisors and the Real Estate Assessments and Fire and Emergency Medical Services departments in major cases. The office continues to have the lowest per capita cost of any large juris-

diction in Virginia for defending cases.

Human Resource Management, or HRM, expanded background checks to include all full-time new hires and part-time employees hired in safety-sensitive or juvenile-services positions. The County Attorney's Office helped with the operational success of these background checks and also with drug-testing programs. In 2004, background checks were expanded to include national criminal checks. The Diversity Program, overseen by HRM, focuses on providing a positive work environment for all employees. The committee has improved customer service to Hispanics. These include a full-time Spanish translator, signs in Spanish and Spanish classes for employees. The county also has increased the frequency and variety of information being made available in Spanish, including weekly television programming, Web site information, translation of documents and on-call translator service for departments.

Chesterfield University, which became a separate office within the Administration division last year, completed its first annual report that demonstrated the value of providing employees with instructor-led and online learning opportunities.

Timely and effective communications are the priority in Public Affairs. During Tropical Storm Gaston, staff assisted in the Emergency Operations Center, working with public safety personnel, other county departments, outside agencies and the media, to deliver

potentially life-saving emergency evacuation instructions for areas where flooding was a threat. In recognition of its efforts to keep residents informed, Public Affairs earned more National Association of County Information Officers communications awards in 2004 than any other county of its size in the nation, along with awards from the Virginia Association of Counties and other organizations.

One of the County Administrator's office's major tasks was the coordination of the Board of Supervisors' Growth Management Summit last summer. The purpose of the summit was to provide the board an opportunity to look at issues and opportunities related to growth. At the summit, a list of growth-management options developed by the County Attorney's Office was reviewed. A number of options were adopted, while others were reserved for further study. The office coordinated several special events, including a ceremony for the opening of state Route 288, an event in remembrance of former President Ronald Regan, and a ceremony renaming Ironbridge Park in honor of former supervisor Harry G. Daniel. The office had a 95 percent initial response rate and a 97 percent closure rate for concerns and inquiries from citizens. County departments received more than 400 letters of commendation.

## CHESTERFIELD COUNTY IS COMMITTED TO KEEPING CITIZENS INFORMED ABOUT ISSUES AND SERVICES THAT AFFECT QUALITY OF LIFE FOR RESIDENTS. COMMUNICATION EFFORTS INCLUDE:

**The Community Weekly** – a private publication that provides space for a weekly citizen newsletter. The information included in the newsletter is produced by Chesterfield County's Department of Public Affairs.

**Community Connections** – a quarterly newsletter from the Board of Supervisors, sent to all county households in The Community Weekly.

**Comcast Television Programming** – Chesterfield Spotlights focus on upcoming events or other newsworthy items and air throughout the month on channel 31. Chesterfield Matters, hosted by the chairman of the Board of Supervisors, airs Thursday nights at 8 p.m. on channel 6. Chesterfield Live! airs the third Monday of the month, from 7-7:30 p.m. on channel 6.

**chesterfield.gov** – Find detailed information about the county at [chesterfield.gov](http://chesterfield.gov).

Gateway Chesterfield is a special service that helps regular Internet users navigate easily through the Web site. Users also may sign up to receive information and updates automatically. State-of-the-art security technology and a strict privacy policy protect information.

**Fact Sheets** – a packet of information about taxes, parks and recreational facilities, libraries, public safety and other matters is mailed to new or existing residents upon request.

**Parks and Recreation Program Guide** – a seasonal activities guide.

**Brochures and flyers** – include Historical Society, Henricus Historical Park, Dutch Gap Conservation Area, visitor brochures and other specific materials for county departments.

**Spanish services** – Chesterfield al Día, a news and information program in Spanish,

is shown on Comcast Cablevision's channel 6 every Monday at 8 p.m. Information also is available in Spanish on the county's Web site at [chesterfield.gov](http://chesterfield.gov).

**The Emergency Communications Center** – provides a service made available by Language Line, Inc. This service provides 24-hour, over-the-phone interpretation of more than 140 languages.

**Citizens Answer Line, 751-INFO (4636)** – an automated information line answers questions most often asked by residents. Brochure available from Public Affairs, 748-1161.

**County Administrator's Response System, CARES, 748-1022** – rapid response system to receive and process concerns and compliments from citizens.

**Main County Number, 748-1000** – operators assist callers and direct inquiries to the appropriate department.

## CHESTERFIELD COUNTY VISION

Our vision is to be the recognized leader of local government across the commonwealth and the nation – the standard by which others measure their progress and success. Every employee has a personal devotion to excellence in public service and embraces the highest standards of ethics and integrity. Every citizen takes pride in knowing that the county provides the best customer service and highest quality of life available in any American community. And, working together, we are committed to sustaining Chesterfield County as the premier community of choice – FIRST CHOICE.

County Administrator – Lane B. Ramsey  
Director, Public Affairs – Don Kappel  
Assistant Director – Chris Ruth  
Public Affairs Officers – Sandy Adkins,  
Dave Goode, Rodney Macklin  
Public Affairs Specialists – Mary Beth Henry,  
Kirsten Irwin, Nancy Priddy, Juan Santacoloma  
Admin. Secretary – Janna Dougherty

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